



# Health Services

LOS ANGELES COUNTY

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[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

*To ensure access to high-quality,  
patient-centered, cost-effective  
health care to Los Angeles County  
residents through direct services at  
DHS facilities and through  
collaboration with community and  
university partners.*



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June 3, 2015

TO: Mayor Michael D. Antonovich  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe

FROM: Mitchell H. Katz, M.D.  
Director

SUBJECT: **REQUEST TO EXECUTE NEW INFORMATION  
TECHNOLOGY SUPPORT SERVICES MASTER  
AGREEMENT WORK ORDERS FOR FIVE  
CONSULTANTS FOR THE DEPARTMENT OF  
HEALTH SERVICES**

This is to advise the Board of the Department of Health Services (DHS) intent to request the Internal Services Department (ISD) to competitively bid new Information Technology Support Services Master Agreement (ITSSMA) Work Orders (WOs) for five Information Technology (IT) consultants for the DHS IT Data and Analytics Division (DAD), for a 12-month period of performance and a total maximum amount not to exceed \$1,820,000. The five consultants will provide mission-critical database and integration development support associated with multiple new enterprise software deployments at DHS. During the WO term, DHS intends to complete data integration projects that represent discrete additional workload that cannot be accommodated by existing DAD staff. In accordance with ITSSMA guidelines, prior notice to the Board is required for WOs that exceed \$300,000.

## **Background**

DHS is the second largest public healthcare system in the United States. In order to succeed under the Affordable Care Act (ACA), DHS is transforming care delivery processes to become an integrated healthcare system that optimizes quality, value, and patient satisfaction for County residents the Department serves. One key element of this transformation is the deployment of new enterprise IT systems, including the electronic health record system known as the Online Real-time Centralized Health Information Database (ORCHID), i2i Patient Registry, Enterprise Patient Data Repository (EPDR),

Cactus Provider Credentialing System, and Cerner Etreby Outpatient Pharmacy System. Configuration, installation, and adoption of each of these new enterprise IT systems is the first important step to capturing the value of these software solutions.

A critical second step is developing needed databases and performing data integration to meaningfully connect these new systems, so that DHS staff can optimally deliver services and provide the highest quality of care to patients. The DHS IT DAD does not currently have suitable bandwidth to perform the critical second step of developing needed databases and carrying out important data integration projects because staff is assigned to ORCHID implementation and other concurrent enterprise software installations. During this high-volume workload period, the five requested ITSSMA consultants will enable DHS to meet this mission-critical need. One consultant will serve as an Oracle Enterprise Data Warehouse Architect and Data Modeler, one as an Oracle Enterprise Data Warehouse Administrator and Developer, one as a Structure Query Language (SQL) Server Database Administrator and Developer, and two will serve as Enterprise Application Integration Developers. The professional expertise that these consultants will provide is very much in demand by both the County and private industry.

### **SCOPE OF WORK**

The general scope of work for each consultant will be to:

- Provide expert database development and support under the direction of the DAD IT Specialist(s) or designee.
- Modify existing databases, operational data stores, and other data structures to accommodate change of platforms, i.e. physical to consolidated Voice Mail (VM).
- Design and develop new data structures to unify disparate data sources, such as the Enterprise Data Repository (EDR) and EPDR, creating a single data source critical to downstream applications.
- Advise management on systems development.
- Document all development work performed and conduct applicable knowledge transfer.
- Troubleshoot and resolve issues with various database components.
- Work with DAD technical staff to perform knowledge transfer.

In addition, each consultant will be assigned specific IT functions based on their program location and particular expertise to:

- Provide data modeling expertise for healthcare related Data Marts.

- Follow standard Software Development Life Cycle. Develop Extract, Transfer and Load (ETL) procedures, functions, and packages utilizing:
  - a. Procedural Language (PL)/SQL, Java, .NET and Extensible Markup Language (XML) through the use of Enterprise Manager 12c and/or Oracle Warehouse Builder (OWB) tools; or
  - b. Transact-SQL (T-SQL), Java, .NET and XML or through the use of SQL Service Integration Services (SSRS), SQL Server Analysis Services (SSAS), Internet Information Services (IIS), and/or SQL Service Data Tools (SSDT); or
  - c. PL/SQL, T-SQL, Java, .NET and XML or through the use SQL Server Integration Services (SSIS), Service-Oriented Architecture (SOA) Suite, and/or OWB tools.

### **JUSTIFICATION**

ORCHID and other concurrent large scale enterprise software deployments, including i2i, EPDR, Cactus, Cerner Etreby, and Affinity Revenue Cycle Only have depleted the bandwidth of the DHS IT DAD to perform mission-critical database development and data integration. The development of the database and data integration are needed to support key DHS functions including healthcare operations, managed care health plan reporting, billing, and health care quality improvement. ORCHID implementation will continue to exhaust existing DAD staff time through June 2016, when the stabilization period of the final ORCHID implementation will conclude. These ITSSMA WO requests will provide much needed service during the temporary period of additional workload in DAD.

### **FINANCIAL IMPACT**

The hourly rate for the consultants will be determined during the selection process and pricing will be on a time and materials basis. The maximum obligation is expected to be \$364,000 for each consultant per year, with a total maximum amount of \$1,820,000 for the five consultants during the 12-month period of performance. The five WOs will be funded by the DHS Health Services Administration IT Fiscal Year 2014-15 Final Budget.

### **NOTIFICATION OF TIMELINE**

Consistent with ITSSMA policies and procedures, we are notifying the Board of our intent to proceed with the WOs. If no objection is received within ten (10) business days upon receipt of this Board notification, we will request ISD to proceed with the bidding and execution of the WOs.

Each Supervisor  
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If you have any questions or require additional information, please let me know or your staff may contact Kevin Lynch, DHS Chief Information Officer, at (213) 240-8128.

MHK:am

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors  
Chief Information Office  
Internal Services Department

REVIEWED BY:

Richard Sanchez<sup>12</sup>

Richard Sanchez  
Chief Information Officer

6/4/15

Date